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SURVEY OF ARMY INSPECTION ACTIVITIES

BY

COLONEL GILBERT L. BISHOP

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SURVEY OF ARMY INSPECTION ACTIVITIES

AN INDIVIDUAL STUDY PROJECT

by

Colonel Gilbert L. Bishop, FA

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Project Adviser

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U.S. Army War College
Carlisle Barracks, Pennsylvania 17013
23 March 1990

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ABSTRACT

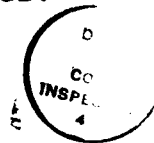
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SURVEY OF ARMY INSPECTION ACTIVITIES

CHAPTER I

BACKGROUND

Evolution of Inspection Policy: For the last 30 years, Army policy on inspections was governed by two regulations: AR 1-200, Inspections and Staff Visits, and AR 20-1, Inspector General Activities and Procedures. AR 1-200 was published in 1959 to help eliminate a perceived problem that units were being over-inspected and in response to a contrasting feeling by the Chief of Staff of the Army that commanders were not visiting their units frequently enough. Though the regulation was revised four times, the following key points remained common:

- Hold inspections to the minimum to minimize unit disruption.
- Use a comprehensive annual inspection to consolidate as many inspections as possible.
- Have the lowest headquarters capable of effective inspection conduct the inspection.

Because of a question over who should be the proponent for inspection policy, AR 1-200 was rescinded in 1980 leaving a void relative to the definition of inspections and Department of the Army policy concerning their conduct.

While AR 20-1 set policy, procedures, and duties for all inspector general activities, it did not fill the void in inspection policy created when AR 1-200 was rescinded. However, a 1982 revision to the AR shifted the focus of inspector general

inspections from strictly compliance type inspections to inspections that are more systemically oriented. The revision also emphasized that inspections are a command responsibility and required that commanders conduct continuous command and staff inspections of their organizations.

The genesis for a new regulation governing the policies and responsibilities relative to Army inspection activities began in January 1984 when the Chief of Staff of the Army (General John A. Wickham, Jr.) sent a letter to all general officers that outlined his philosophy and guidance on the inspection of Army units.¹ In the letter, he emphasized the active involvement of the chain of command in the inspection process and "urged" the establishment of a command inspection program that would provide unit commanders a "free" inspection that would give them an early focus as to what their chain of command expected of them.

In December 1984, the Chief of Staff directed the Inspector General to conduct a special inspection of Army inspection activities to measure the extent to which command inspection programs had been implemented. The objectives of the inspection were to determine:

- Chain of command involvement in inspections.
- Implementation of the company level 90 day free inspection.
- Efficiency and efficacy of Army inspection activities.
- The role of inspectors general in inspection activities.

Two determinations were made based upon the results of the inspection. First, commanders were slow in implementing command

inspection programs throughout the Army. Additionally, the manner in which command inspection programs had been implemented varied widely; i.e., some programs were centralized at division level while other programs were decentralized to battalion. And second, it was determined that the 1984 letter had not been effective in communicating the desires of the Chief of Staff relative to command inspections. Where command inspection programs had been implemented, they did not contain the essential elements that were outlined in the letter. Also, the 90 day free inspection (the cornerstone of the Chief of Staff's inspection philosophy) was the least understood concept in the letter.

As a direct result of the 1985 special inspection, the Chief of Staff tasked the Inspector General to be the proponent for broad Army inspection policy. The Chief of Staff further directed the Inspector General to publish an Army regulation that would define inspections, state policy, and establish responsibilities for all Army inspection activities.

In June 1985, pending publication of the regulation, the Chief of Staff issued a second letter, addressed to all commanders, that detailed the fundamentals of the command inspection program he desired implemented.² In this letter, he again stressed the free 90 day inspection, focused at company level, as the cornerstone of the command inspection program.

AR 1-201, Inspections: AR 1-201, Inspections was published in January 1986 to fill the void in inspection policy that had existed since 1980.³ The following policies that serve as the

framework for the Army-wide inspection program were listed:

- Inspections are a command responsibility.
- Commanders at all levels will review all inspection policies and programs annually to ensure the frequency, scope, and duration are appropriate.
- The number and duration of inspections should be held to a minimum. If possible, use reports from other inspections.
- Inspections of a general nature should be restricted to one echelon below the initiating headquarters.
- Inspections by a headquarters more than one echelon above should not duplicate the inspections of the inspected organization's immediate headquarters.
- Commanders will decide on a case by case basis if an inspection will be announced or unannounced.
- Teaching is an essential element of all inspections.
- Inspections should emphasize identification of strengths and not just shortcomings.
- Command, staff, and IG inspections should be viewed as distinct, but complementary parts of a commander's overall inspection program.

In addition to providing broad policy guidance for the conduct of Army inspections, AR 1-201 outlined inspection responsibilities and procedures at all levels down to company sized units. Further, it established the inspection foundation for other major supporting inspection publications; i.e., AR 20-1, Inspector General Activities and Procedures, and TBIG 1, Technical Bulletin Inspectors General Inspection Guide.

In July 1986 a followup inspection of Army inspection activities was conducted by the Inspector General. The purpose of the inspection was to evaluate the effectiveness and efficiency of inspection activities of the total Army to include the

following: coordination of command, staff, and IG inspections; command inspection programs to include the 90 day free inspection; and validity of the inspection policy in AR 1-201. The inspection also attempted to assess the progress made since the last inspection.

The results of the inspection indicated that the policies and requirements in AR 1-201 were valid but that few organizations had inspection programs that integrated command, staff, and IG inspections. Shortcomings were also noted in the command inspection programs that had been implemented.

It was concluded that the major factor causing ineffective inspection programs was a lack of understanding of basic principles and the requirements of Army inspection doctrine. Therefore, the Inspector General recommended that AR 1-201 (and other supporting inspection documents) be revised to promote greater clarification of inspection procedures and doctrine.

Purpose of this Survey: The revised AR 1-201, Army Inspection Policy, was published in June 1989.⁴ While basic inspection responsibilities and policies for the most part remained unchanged, major changes were made to clarify inspection doctrine. In addition to identification of 13 inspection principles that apply to all Army inspections, detailed guidance was included on how to integrate command, staff, and IG inspections into an organizational inspection program.

This survey was designed to gather feedback relative to the effectiveness and efficiency of Army inspection activities as

prescribed in the revised AR and to determine the extent to which the organizational inspection program has been implemented at command levels. Questions were included also to assess the perceived clarity of the revised AR and to gather information relative to command and inspector general types of inspections.

ENDNOTES

1. GEN John A. Wickham. U.S. Department of the Army. Office of the Chief of Staff. Letter, 9 January 1984.

2. GEN John A. Wickham. U.S. Department of the Army. Office of the Chief of Staff. Letter, 7 June 1985.

3. U.S. Department of the Army, Army Regulation 1-201: Administration: Inspections, pp. 2-3 (Recinded).

4. U.S. Department of the Army, Army Regulation 1-201: Army Inspection Policy, pp. 2-3 (hereafter referred to as "AR 1-201").

CHAPTER II

METHODOLOGY

A questionnaire consisting of 56 questions was developed to gain data relative to the state of implementation of AR 1-201 (see Appendix A). A previous sample survey administered by the Department of the Army Inspector General in 1986 was used to help establish the substantive content of the questionnaire.¹ The previous survey collected data only in the areas of command inspections and IG inspections. Since AR 1-201 had been subsequently revised, the present questionnaire elicited data relative to the areas of inspection outlined in the revised AR; i.e., the organizational inspection program (OIP), the command inspection program (CIP), and IG inspections.

The questionnaire was distributed at the World Wide IG Conference to 210 individuals. All individuals surveyed were performing detailed IG duties and were in the rank of major, lieutenant colonel, or colonel. Descriptive data on the sample can be found in Chapter III, Analysis of Results.

Administrative announcements, made during the course of the conference, encouraged participants to complete the questionnaires. Participants completed the questionnaires without further guidance during non-conference session hours. There were 191 questionnaires returned for a response rate of 90 percent. Five of the questionnaires returned included only demographic

data and were determined unusable; therefore, 186 questionnaires were used for data computation.

Data were analyzed using SPSS-PC Plus to obtain descriptive statistics (i.e., frequency and percentage of response).² In addition to overall frequencies and percentages, the data were further analyzed in 2-way contingency tables using the crosstabulation program. Two separate crosstabulations were performed using (1) component, and (2) location of assignment. This permitted a comparison of data between (1) active and reserve component units and (2) units located in CONUS and OCONUS.

ENDNOTES

1. Department of the Army Inspector General. DAIG Sample Survey of Inspectors General: Special Inspection of Army Inspection Activities, August 1986. U.S. Army Soldier Support Center Survey Control Number: ATNC-AO-86-34B.

2. SPSS/PC+ (1986). Chicago, IL: SPSS Inc.

CHAPTER III

ANALYSIS OF RESULTS

As stated in Chapter I, the purpose of this survey was to gather feedback relative to the clarity of AR 1-201, and to make an assessment on how commands have implemented the organizational inspection program and its components. In 1986, the DAIG surveyed both commanders and inspectors general to acquire information relative to the effectiveness and efficiency of Army inspection activities. For purposes of this survey, it was decided to sample only inspectors general on the assumption that they are more familiar with AR 1-201, and that they have a more comprehensive and in-depth working knowledge of inspection activities. In order to gain the widest possible sampling in the shortest period of time, it was further decided to administer the survey to detailed inspectors general attending the World Wide IG Conference (January 1990).

The data collected represents the perceptions and opinions of detailed inspectors general. All participants were instructed to report actual practices within their organizations. Since the data might not be representative of the perceptions and opinions of commanders, any comparisons (positive or negative) made between the 1987 survey and this survey are relative to the inspectors general population only.

To facilitate review, data have been grouped into the following topic areas: (1) demographic data; (2) AR 1-201;

(3) general information; (4) command and staff inspection results; (5) organizational inspection program; (6) command inspections; (7) initial assessment; (8) IG inspections. While all data are considered important, some will be discussed in lesser detail in this chapter. However, descriptive statistics and information for all survey data will be maintained at the U.S. Army War College and can be made available upon request.

Demographic Data: Descriptive data for the 186 individuals who responded are as follows. All numbers reflect percentages of the total sample. Note: totals may not equal 100% due to rounding errors or missing data.

Time in Position:

less than 6 months	16.7
6 to 12 months	22.6
more than 12 months	59.0

Rank:

Maj	17.2
LTC	41.4
Col	39.8

Duty Position:

division/installation	29.6
corps/installation	7.0
MACOM	17.7
other	45.7

Component:

RA	56.5
USAR	20.4
NGUS	22.6

Type Unit:

TOE	26.3
TDA	72.0

Where Assigned:

CONUS	82.3
OCONUS-Europe	10.8
OCONUS-Korea	1.6
OCONUS-other	4.3

Summary: The level of experience of the sample can be considered to be excellent since 59% of all respondents had performed their duties for more than one year, and a combined total of 81.6% had performed IG duties in excess of six months. For most analyses, the USAR (20.4%) and NGUS (22.6%) were combined into the reserve component (RC) category. This reflected the RA/RC distinction, and created a sample (43%) that permitted valid comparisons with the RA category (56.5%). The three OCONUS categories were combined for the same reason; i.e., to permit comparisons between OCONUS (16.7%) and CONUS (82.3%). In the way of general information, comment sheets indicated that the majority of those reporting "other" for duty position were serving with STARC or ARCOM units.

AR 1-201: The results of the 1987 survey indicated that "most IGs had read AR 1-201".¹ The results of this survey indicate the same; i.e., 94% of all those responding indicated they had read the AR. However, 4.9% indicated they had not read or did not have a copy of the regulation. While this percentage is small, it could be considered significant because the sample was composed of detailed inspectors general whose job it is to implement the policy.

There was a positive perception that the AR clearly defines responsibilities and broad policies for planning and conducting

inspections (84.3% agreed or strongly agreed; 4.9% disagreed or strongly disagreed). Although the response was not as positive, respondents also indicated that the AR provides adequate guidance to enable commanders to establish a cohesive and integrated inspection program (76.6% agreed or strongly agreed; 11.4% disagreed or strongly disagreed).

General Information: There was a perception by 45.9% that inspections (all types and all levels) were not held to a minimum; 37.8% dissented; i.e., agreed or strongly agreed that inspections were minimized. More RC respondents indicated that inspections were not minimized than RA respondents: RC, 51.3%; RA, 41.3%. The same was true for OCONUS respondents versus CONUS respondents: OCONUS, 53.4%; CONUS, 44.4%.

Company and battalion level inspections were both viewed as being more duplicative or redundant than complementary. This view was shared by 54.3% relative to company level inspections (versus 29.6% with the opposing view) and 44.1% relative to battalion level inspections (versus 32.8% with the opposing view). While there was not a significant difference between RA and RC respondents, the following shows that more OCONUS than CONUS respondents indicated that inspections at both company and battalion levels were duplicative or redundant:

Company level: OCONUS, 70.9%; CONUS, 52.0%.

Battalion level: OCONUS, 58.1%; CONUS, 42.1%.

On a more positive note, 93.5% of all respondents indicated that inspectors at all levels were teaching proper methods and

procedures for resolving problems as they inspect (either some, most, or all of the time). They also indicated that inspectors were reporting successes and strengths as well as problems and shortcomings (some, most, or all of the time: 94.6%).

Command and Staff Inspection Results: While 68.6% of the respondents indicated they received inspection results from commanders within their command organization some, most, or all of the time, 31.3% indicated they rarely or never received such results. Of those who received the results, 79.3% agreed or strongly agreed that reviewing the results helped in the identification of systemic problem areas, with only 3.2% disagreeing.

Organizational Inspection Program (OIP): Respondents indicated that the OIP minimized duplication of inspection efforts and reduced the amount of time diverted from training. Relative to minimizing duplication, 44.3% agreed or strongly agreed that the OIP minimized duplication while 23.3% dissented. More RC respondents indicated duplication was minimized than RA respondents (48.8% and 40.4% respectively). The OIP was also credited with minimizing time diverted from training by 40.9% of all respondents while 25.4% dissented. Again, the percentage of RC respondents agreeing that OIPs minimized diversion of training time was higher than that of RA respondents: RC, 44.8%; RA, 37.2%.

Battalion Level: Battalion level commanders (some, most, or all) were credited with having developed an OIP that included command and staff inspections and an initial assessment by 85.9% of the respondents; only 14.0% indicated few or none of the battalion commanders had developed such programs.

Although a large majority of battalion commanders had developed OIPs, there was a perception by 40.5% that battalion level OIPs were not well developed (versus 25.9% with the opposing view). Additionally, 42.4% indicated that battalion staffs did not have the experience and expertise to execute an effective OIP (versus 29.9% who dissented).

Brigade Level: Fewer brigade level commanders had developed OIPs. Nearly seventy-nine percent (78.7%) indicated that (some, most, or all) brigade level commanders had developed an OIP, while 20.7% indicated few or none had developed such programs. More CONUS respondents indicated few or none than OCONUS respondents: CONUS, 23.2%; OCONUS, 10.0%. Likewise, more RA respondents indicated few or none than RC respondents: RA, 23.4%; RC, 17.7%.

The brigade OIP was viewed as being complementary to the battalion program by 40.5%; 16.2% held the opposing view. RC respondents were in stronger agreement than RA respondents: RC, 46.3%; RA, 36.5%.

Respondents also indicated that the brigade OIP did not burden the battalion with redundant inspections by 42.2% with 16.1% dissenting. Again, RC respondents were more likely to

indicate greater agreement than RA respondents: RC, 51.9%; RA, 35.0%.

Division Level: Approximately forty-five percent (45.3%) reported that the division OIP integrated command, staff, and IG inspections into one program with 25.9% disagreeing. More RC respondents indicated an integrated program than RA respondents: RC, 52.6%; RA, 40.2%.

The division OIP was perceived as complementing programs established by subordinate commands and eliminating redundancy by 37.7%, while 23.5% dissented. RC respondents (41.7%) again were more likely to indicate complementary of programs than RA respondents (34.9%); and CONUS respondents more than OCONUS respondents (CONUS, 40.4%; OCONUS, 26.7%). Strengthening the perception that the division OIP eliminated redundancy, 70.9% indicated that the division OIP coordinated scheduling of inspections conducted by higher headquarters and other agencies outside the division some, most, or all of the time, with 29.1% dissenting.

Command Inspections:

Inspector General Participation: More than eighty-seven percent (87.4%) indicated they had not participated in a command inspection as an IG, while 12.6% indicated they had. More RC respondents indicated they had participated than RA respondents: RC, 17.9%; RA, 8.7%. Asked whether they had conducted command inspections as an IG, 96.7% responded "No" while 3.3% responded "Yes". There was no significant difference between the percent of

RA and RC who had and had not conducted command inspections.

Unit Level Inspections: Almost ninety-four percent (93.4%) indicated that some, most, or all of their battalion commanders were conducting command inspections; only 6.6% indicated that few or none were conducting such inspections. At brigade level, 85.6% indicated command inspections were being conducted by some, most, or all commanders versus 14.3% who held the opposing view.

More than 90% of all respondents indicated that command inspections (some, most, or all of the time) were well organized (94.5%) and conducted as formal events (93.5%).

Relative to the conduct of an in-ranks or standby inspection as part of the command inspection, 94.5% indicated one or the other was included some, most, or all of the time; 5.5% indicated rarely or never. More RA respondents indicated rarely or never than RC respondents: RA, 7.8%; RC, 2.6%.

Actions of Inspectors: Data indicated the following actions occurred during command inspections some, most, or all of the time:

95.7% indicated that inspectors were clearly identifying problems (4.3% dissented).

89.7% indicated that the objectives of the inspection were being clearly stated to the inspected commander (9.7% dissented).

87.0% indicated that corrective actions were being clearly identified (12.0% dissented).

Initial Assessment: A large majority (92.4%) indicated that company commanders received an initial assessment early in their command tour some, most, or all of the time; 7.6% indicated this

rarely occurred. RC respondents indicated rarely more often than RA respondents: RC, 11.4%; RA, 4.8%.

While overall conduct appeared good (92.4%), the following indicated some potential problems relative to the administration of the initial assessment:

74.5% indicated that battalion commanders reviewed the OER support form in a timely manner (some, most, or all of the time); 21.0% indicated this rarely or never occurred.

69.4% indicated that the initial assessment was rarely or never used to evaluate the incoming commander; 30.6% indicated that it was some, most, or all of the time.

59.0% indicated that the initial assessment was rarely or never used to rank order units; 41.0% indicated that it was some, most, or all of the time. More RC respondents indicated some, most, or all of the time than RA respondents: RC, 48.1%; RA, 34.9%.

IG Inspections:

Type of Inspection: Respondents indicated the following relative to the proportion of compliance and systemic inspections conducted in their commands:

38.4% indicated the inspections they conducted were mostly or all systemic inspections; the RA was more systemically oriented (44.6%) than the RC (31.4%).

35.1% indicated the inspections they conducted were mostly or all compliance inspections; the RC was more compliance oriented (48.1%) than the RA (25.7%).

During all IG inspections, 89.1% agreed or strongly agreed that IG inspectors clearly identified the responsible agency or command having the necessary authority and resources to correct the problems that were found.

Role of the Inspector General: Respondents were in strong agreement (94.6%) that the IG's role was not to conduct command inspections; however, there was a small percent (2.2%) that disagreed with this view. The response was more mixed concerning IGs conducting general inspections (48.6% were in agreement, while 37.7% disagreed). On the question of IGs conducting special inspections, there was again strong agreement (95.7%); here again however, a small percent (2.7%) disagreed.

ENDNOTES

1. U.S. Army Inspector General Agency Report. Followup to the Special Inspection of Army Inspection Activities, January 1987. p. II-3.

CHAPTER IV

CONCLUSIONS

The data from the survey are very encouraging. The vast majority of detailed inspectors general had read and understood AR 1-201. They indicated that it clearly defines the responsibilities and broad policies for planning and conducting inspections. They also indicated that the AR provides adequate guidance which will enable commanders to establish cohesive and integrated inspection programs. Their perception was that, by and large, the policies stated in AR 1-201 were being complied with.

The 1987 followup to the special inspection of Army inspection activities determined that very few organizations had developed an overall organizational inspection program. In contrast, the opinion of those who participated in this survey indicated that the organizational inspection program (OIP) and its components (command, staff, and IG inspections) had been implemented at all levels of command.

A large percentage agreed that the OIP reduced the amount of time diverted from training. While the OIP was credited with having minimized some duplication of inspections, there were many who indicated that, considering all types and all levels, inspections were still not held to a minimum. There was also a large percentage that indicated that both company and battalion level inspections were more duplicative and redundant than complementary.

Data indicated that a large majority of battalion commanders

had developed OIPs that included command and staff inspections as well as an initial assessment. But while the majority of respondents agreed that battalion level command inspections were conducted as formal events and were well organized, many expressed the view that the battalion OIP was not particularly well developed. In addition, there was a concern shared by many that battalion level staffs did not have the expertise or the experience to execute an effective OIP.

Although a large majority indicated that company commanders were receiving an initial assessment early in their command tour, some potential problems were noted relative to the administration of the initial assessment. First, a large percentage stated that the results of the initial assessment were being used to either evaluate the incoming commander or to rank order units. Second, many battalion commanders were not reviewing the OER support form (or not doing so in a timely manner) with the subordinate commander after the conduct of the initial assessment.

The responses to all questions that related to the actions of inspectors indicated that Army inspection policies and principles of inspections were being followed. They indicated that inspectors at all levels were: clearly identifying problems and corrective actions; stating the objectives of the inspection; teaching proper methods and procedures for resolving problems; reporting strengths as well as problems; identifying the responsible agency or the proper level of command having the necessary authority and resources to correct problems.

An area of concern was identified relative to receipt and use of command and staff inspection results by inspectors general. Those who received such results were in almost total agreement that reviewing the results aided in the identification of systemic problems. Unfortunately, one-third of all respondents indicated they rarely or never received such results. Failure to correct this problem could have a very detrimental effect upon the integrated inspection program of a command.

Relative to the role of the inspector general, respondents were in agreement that inspectors general should not conduct command inspections; however, data indicated that there was a small percent who had conducted command inspections. There was a strong consensus that inspectors general should conduct special inspections. This view was further supported by the fact that a large percentage reported that half to all of the inspections they conducted were systemic type inspections. Interestingly, data indicated that the RA was more systemically oriented than the RC.

In conclusion, the purpose of this survey was to gather feedback relative to the clarity of AR 1-201 and to assess the level of implementation of the organizational inspection program and its components. The data collected from detailed inspectors general indicated that AR 1-201 clearly states Army inspection policy and that, for the most part, commands were complying with the AR in implementing their organizational inspection programs.

CHAPTER V
RECOMMENDATIONS

1. That a copy of this study be provided to the Department of the Army Inspector General for consideration.

2. That this survey be adapted where necessary and administered to a random selection of active and reserve component commanders at brigade, battalion, and company level to determine if consensual validation exists.

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5. U.S. Department of the Army. Army Regulation 1-201: Administration: Inspections. Washington: 3 January 1986 (Recinded).

6. U.S. Department of the Army. Army Regulation 1-201: Army Inspection Policy. Washington: 28 June 1989.

7. Wickham, John A., GEN. U.S. Department of the Army. Office of the Chief of Staff. Letter. 9 January 1984.

8. Wickham, John A., GEN. U.S. Department of the Army. Office of the Chief of Staff. Letter. 7 June 1985.

APPENDIX A

This Appendix contains the questionnaire and the administrative instructions for the Survey of Army Inspection Activities.

Approval Authority:
U.S. Army Personnel Integration Command
Survey Control Number:
ATNC-AO-90-14
RCS: MILPC-3.

SURVEY
OF
ARMY INSPECTION ACTIVITIES

INSTRUCTIONS

1. Grouped data only will be reported. No effort will be made to identify individual responses.
2. Read all the responses to each question carefully before selecting your answer. Select only one response to each question. In selecting your response, please select the response that best describes the actual practice within your organization.
3. Use only a No.2 pencil when filling out the answer sheet. Darken the number on the answer sheet that corresponds to the number of the response you selected from the questionnaire. Fill in each number with a heavy mark, but do not go outside the lines. If you make a mistake, erase the mark completely before entering a new one.
4. A comment sheet has been attached at the end of the questionnaire. You are encouraged to elaborate on any of the topics presented in this survey, or to raise any issues of concern to you that were not covered.
5. When you have completed the survey, place (do not fold) the answer sheet and the comment sheet in the return envelope you were provided; deposit the envelope in the box marked "Survey Results" located at the administration desk.
6. Thank you for taking time to complete this survey.

SURVEY
OF
ARMY INSPECTION ACTIVITIES

DEMOGRAPHIC INFORMATION

1. Please indicate the level of your current duty position.
 - 1 Division or division size installation
 - 2 Corps or Corps size installation
 - 3 MACOM
 - 4 Other (specify on comment sheet)
2. Your present rank is?
 - 1 Maj
 - 2 LTC
 - 3 Col
3. How long have you worked in your present duty position?
 - 1 Less than 6 months
 - 2 6 to 12 months
 - 3 More than 12 months
4. Indicate the component with which you are currently working.
 - 1 Regular Army
 - 2 USAR
 - 3 NGUS
5. Indicate the type of unit to which you are currently assigned.
 - 1 TOE
 - 2 TDA
6. Indicate where you are currently assigned.
 - 1 CONUS (the 48 contiguous states)
 - 2 OCONUS (Europe)
 - 3 OCONUS (Korea)
 - 4 OCONUS (other)

GENERAL QUESTIONS

7. Select the response that best describes your familiarity with AR 1-201, Army Inspection Policy.

- 1 I have read AR 1-201
- 2 I have not read AR 1-201, but have a copy.
- 3 I do not have a copy of AR 1-201

8. AR 1-201 clearly defines responsibilities and broad policies for planning and conducting inspections.

- 1 Strongly agree
- 2 Agree
- 3 Neither agree nor disagree
- 4 Disagree
- 5 Strongly disagree
- 6 I am not familiar with AR 1-201

9. AR 1-201 provides adequate guidance to enable commanders to establish a cohesive and integrated inspection program.

- 1 Strongly agree
- 2 Agree
- 3 Neither agree nor disagree
- 4 Disagree
- 5 Strongly disagree
- 6 I am not familiar with AR 1-201

For all remaining questions, please select the response that best describes the actual practice within your organization.

10. How many inspections do you estimate a company commander will undergo during a command tour (18 months for active components; 36 months for reserve components). Consider all types; e.g., command, staff, IG, special, follow-up.

- 1 1-15
- 2 16-50
- 3 51-100
- 4 More than 100

11. Company commanders feel that the inspections they receive are complementary as opposed to duplicative and/or redundant

- 1 Strongly agree
- 2 Agree
- 3 Neither agree nor disagree
- 4 Disagree
- 5 Strongly disagree
- 6 No basis to judge

12. Battalion commanders feel that the inspections they receive are complementary as opposed to duplicative and/or redundant

- 1 Strongly agree
- 2 Agree
- 3 Neither agree nor disagree
- 4 Disagree
- 5 Strongly disagree
- 6 No basis to judge

13. Inspections (all types and at all levels) are held to the minimum number needed.

- 1 Strongly agree
- 2 Agree
- 3 Neither agree nor disagree
- 4 Disagree
- 5 Strongly disagree

14. Inspectors (at all levels) are teaching proper methods and procedures for resolving problems as they inspect.

- 1 All of the time
- 2 Most of the time
- 3 Some of the time
- 4 Rarely
- 5 Never

15. Inspectors (at all levels) are reporting successes/strengths as well as problems/shortcomings during inspections.

- 1 All of the time
- 2 Most of the time
- 3 Some of the time
- 4 Rarely
- 5 Never

16. Commanders (above company level) have identified or appointed a proponent to coordinate or integrate inspections for their command.

- 1 All commanders
- 2 Most commanders
- 3 Some commanders
- 4 Few commanders
- 5 None

17. Commanders (above company level) review their inspection policies and programs each year to ensure that the frequency, scope, and duration of inspections remain appropriate and specific inspection requirements remain valid.

- 1 All commanders
- 2 Most commanders
- 3 Some commanders
- 4 Few commanders
- 5 None

18. How often do you receive command and staff inspection results (verbal or written) for review from commanders within your command?

- 1 All of the time
- 2 Most of the time
- 3 Some of the time
- 4 Rarely
- 5 Never

19. Reviewing the results of command and staff inspections has helped in the identification of systemic problem areas.

- 1 Strongly agree
- 2 Agree
- 3 Neither agree nor disagree
- 4 Disagree
- 5 Strongly disagree

ORGANIZATIONAL INSPECTION PROGRAM (OIP)

The OIP is the commander's plan for inspections designed to ensure that command, staff, and where detailed IGs are assigned, IG inspections complement rather than duplicate each other.

20. Battalion level commanders have developed an OIP that includes command and staff inspections and an initial assessment for new company commanders.

- 1 All commanders
- 2 Most commanders
- 3 Some commanders
- 4 Few commanders
- 5 None

21. Battalion level commanders have combined command and staff inspections to reduce the number of inspections.

- 1 All commanders
- 2 Most commanders
- 3 Some commanders
- 4 Few commanders
- 5 None

22. Battalion level OIPs are well developed.

- 1 Strongly agree
- 2 Agree
- 3 Neither agree nor disagree
- 4 Disagree
- 5 Strongly disagree

23. Battalion staffs have the experience and expertise to execute an effective OIP.

- 1 Strongly agree
- 2 Agree
- 3 Neither agree nor disagree
- 4 Disagree
- 5 Strongly disagree

24. Brigade level commanders have developed an OIP that includes command and staff inspections.

- 1 All commanders
- 2 Most commanders
- 3 Some commanders
- 4 Few commanders
- 5 None

25. The brigade OIP complements the battalion commander's program.

- 1 Strongly agree
- 2 Agree
- 3 Neither agree nor disagree
- 4 Disagree
- 5 Strongly disagree

26. The brigade OIP does not burden the battalion with redundant inspections.

- 1 Strongly agree
- 2 Agree
- 3 Neither agree nor disagree
- 4 Disagree
- 5 Strongly disagree

27. The division (and higher) OIP integrates command, staff and IG inspections into one program.

- 1 Strongly agree
- 2 Agree
- 3 Neither agree nor disagree
- 4 Disagree
- 5 Strongly disagree

28. The division (and higher) OIP complements the programs established by subordinate commands and eliminates redundant inspections.

- 1 Strongly agree
- 2 Agree
- 3 Neither agree nor disagree
- 4 Disagree
- 5 Strongly disagree

29. The division (and higher) OIP coordinates the scheduling of inspections and audits conducted by higher headquarters and agencies outside the division; e.g., Army Staff, AAA, GAO, DAIG, etc.

- 1 All of the time
- 2 Most of the time
- 3 Some of the time
- 4 Rarely
- 5 Never

30. Based upon your experience and feedback from commanders, the OIP (at all levels) minimizes duplication of inspection effort.

- 1 Strongly agree
- 2 Agree
- 3 Neither agree nor disagree
- 4 Disagree
- 5 Strongly disagree

31. Based upon your experience and feedback from commanders, the OIP (at all levels) reduces the amount of time diverted from unit training.

- 1 Strongly agree
- 2 Agree
- 3 Neither agree nor disagree
- 4 Disagree
- 5 Strongly disagree

COMMAND INSPECTIONS

For the purposes of this survey, a command inspection is an inspection of an organization conducted by a commander in the chain of command of the inspected activity. The inspecting commander is normally assisted by his staff.

32. As an IG have you participated in a command inspection?

- 1 Yes
- 2 No

33. As an IG have you conducted a command inspection?

- 1 Yes
- 2 No

Questions 34 through 49 ask about how command inspections are currently being conducted in the command. Please answer regardless of your degree of involvement in command inspections.

34. Within the command, battalion commanders conduct command inspections.

- 1 All commanders
- 2 Most commanders
- 3 Some commanders
- 4 Few commanders
- 5 None

35. Within the command, brigade commanders conduct command inspections.

- 1 All commanders
- 2 Most commanders
- 3 Some commanders
- 4 Few commanders
- 5 None

36. Command inspections are formal events.

- 1 All of the time
- 2 Most of the time
- 3 Some of the time
- 4 Rarely
- 5 Never

37. Command inspections (of company level units) include either an in-ranks or a standby inspection of soldiers.

- 1 All of the time
- 2 Most of the time
- 3 Some of the time
- 4 Rarely
- 5 Never

38. Command inspections are well organized.

- 1 All of the time
- 2 Most of the time
- 3 Some of the time
- 4 Rarely
- 5 Never

39. Inspecting commanders clearly state the objectives of the inspection to the inspected commander.

- 1 All of the time
- 2 Most of the time
- 3 Some of the time
- 4 Rarely
- 5 Never

40. Inspectors on command inspections clearly identify problems.

- 1 All of the time
- 2 Most of the time
- 3 Some of the time
- 4 Rarely
- 5 Never

41. Inspectors on command inspections clearly identify corrective actions.

- 1 All of the time
- 2 Most of the time
- 3 Some of the time
- 4 Rarely
- 5 Never

42. Based on your experience and feedback from commanders, command inspections have helped commanders achieve their organizational goals.

- 1 Strongly agree
- 2 Agree
- 3 Neither agree nor disagree
- 4 Disagree
- 5 Strongly disagree

43. Who determines the frequency of command inspections that are conducted within the command?

- 1 The Inspector General
- 2 Higher than brigade commander
- 3 The brigade commander
- 4 The battalion commander
- 5 More than one of the above

44. The commander conducting the inspection determines the scope, format, and composition of the inspection team.

- 1 All of the time
- 2 Most of the time
- 3 Some of the time
- 4 Rarely
- 5 Never

45. Company commanders receive an initial assessment early in their command tour (e.g., within 90 days for active component and 180 days for reserve component).

- 1 All of the time
- 2 Most of the time
- 3 Some of the time
- 4 Rarely
- 5 Never

46. The battalion commander reviews (in a timely manner, i.e., within two weeks) the company commander's OER support form (DA Form 67-8-1) with him following the initial assessment.

- 1 All of the time
- 2 Most of the time
- 3 Some of the time
- 4 Rarely
- 5 Never

47. The initial assessment is giving the company commander a clear understanding of his unit's strengths and weaknesses relative to the goals and standards of higher headquarters.

- 1 Strongly agree
- 2 Agree
- 3 Neither agree nor disagree
- 4 Disagree
- 5 Strongly disagree

48. Results of the initial assessment are used by commanders to compare or rank order units.

- 1 All of the time
- 2 Most of the time
- 3 Some of the time
- 4 Rarely
- 5 Never

49. Results of the initial assessment are used to evaluate the incoming commander.

- 1 All of the time
- 2 Most of the time
- 3 Some of the time
- 4 Rarely
- 5 Never

IG INSPECTIONS

50. One of the roles of the IG is to conduct general inspections for the commander.

- 1 Strongly agree
- 2 Agree
- 3 Neither agree nor disagree
- 4 Disagree
- 5 Strongly disagree

51. One of the roles of the IG is to conduct command inspections for the commander.

- 1 Strongly agree
- 2 Agree
- 3 Neither agree nor disagree
- 4 Disagree
- 5 Strongly disagree

52. One of the roles of the IG is to conduct special inspections for the commander.

- 1 Strongly agree
- 2 Agree
- 3 Neither agree nor disagree
- 4 Disagree
- 5 Strongly disagree

53. Which best describes the proportion of compliance and systemic IG inspections conducted in the command? (Compliance: ensures policies, procedures, and regulations are being followed; Systemic: focuses on the causes of problems and failures).

- 1 All compliance
- 2 Mostly compliance
- 3 Half compliance and half systemic
- 4 Mostly systemic
- 5 All systemic

54. IG inspectors clearly identify the responsible agency or command having the necessary authority and resources to correct problems that are found.

- 1 Strongly agree
- 2 Agree
- 3 Neither agree nor disagree
- 4 Disagree
- 5 Strongly disagree

55. Commanders believe IGs can be depended upon to conduct unbiased inspections.

- 1 Strongly agree
- 2 Agree
- 3 Neither agree nor disagree
- 4 Disagree
- 5 Strongly disagree

56. Units spend too much time preparing for IG inspections in this organization.

- 1 Strongly agree
- 2 Agree
- 3 Neither agree nor disagree
- 4 Disagree
- 5 Strongly disagree

COMMENTS

You are encouraged to provide comments on any topic in this survey, or to raise any issues of concern to you that were not covered. When commenting on a numbered item, please number your comment with the number corresponding to the item in the questionnaire.

Detach this comment sheet and return it with your answer sheet in the envelope provided. Feel free to attach additional sheets as necessary. Thank you for taking time to complete this survey!